FEMA Logistics Management Directorate

Demonstration Project/Logistics Capability Calculator

Program Overview and Objectives

Background

- Congressionally mandated project coming out of PKEMRA appropriations language which directed FEMA develop and conduct a demonstration program
- Focus on state/local government disaster logistics planning, response capability and target areas to enhance their capability

Key Demo Program Objectives

1. Meet Congressional intent to develop a Demonstration Program to enhance States' disaster response capability and utilization of public-private partnerships
2. Focus on State logistics preparedness, planning and disaster response functions
3. Leave behind a Nationally standardized tool for States to use - Logistics Capability Calculator (LCC) - to enable States' to objectively evaluate logistics capabilities and determine areas for improvement

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Demo Team 4-Phased Approach

FEMA Approach – 4 Phases

- **Phase I – Data Gathering (Completed 15 Jul 08)**
  - Found a wide variance in State maturity and understanding of logistics planning/preparedness/execution needs
- **Phase II – Concept Development (Completed 24 October)**
  - Develop a standardized approach to determine State logistics response *capability*
  - Develop tool to objectively determine State capability and identify areas for targeted improvement
    - Logistics Capability Calculator
      - Provides a “one stop shop” documentation of logistics planning, logistics operations, distribution management and property management requirements and best practices
      - Provide a road map for future improvements – use limited resources for maximum benefit
  - Teamed with Region IV to refine concept

FEMA Approach – 4 Phases (cont'd)

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- **Phase III - Conduct Demonstration – State of Louisiana (NLT 21 Jan 09)**
  - Conduct 2-day demo at State of Louisiana (9-10 Dec)
  - Hotwash with State and Region & After Action Review with FEMA Region & HQ (NLT 21 Jan 09)

- **Phase IV – Provide FEMA Concept Plan (NLT 4 Mar 09)**
  - Outlines implementation plan for Logistics Capability Calculator as an outreach tool for all Regions/all States
  - Capture synergies/overlap with other FEMA assessment tools
  - Provide minimum maturity/capability needs for States

The Logistics Capabilities Calculator

Logistics Capabilities Calculator (LCC)

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- Intended as a tool to help States identify critical areas within disaster response logistics
- States complete an extensive survey-style questionnaire focused on the four core logistics competencies (Planning, Operations, Distribution Management, and Property Management)
- Core competency areas are divided into subcategories, within which States can drill deeper into more specialized functional areas
- Questions are structured so that respondents choose from a range of competency levels, from Static to Synchronized
- After completing the survey, respondents can view results that provide a roadmap for the State to address specific areas in which added capability is desired

Logistics Capabilities Calculator (contd)

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State Logistics Planning

Sub-Category	Question	Static	Functional	Horizontal Integration	External Collaboration	Synchronized	Source Doc	CAPABILITY LEVEL
Planning Functions								
Risk Assessment	**Has State identified most likely catastrophic disaster scenario and impacts?**	State has not identified catastrophic disaster scenario	State has identified most likely catastrophic disaster scenario	State has included inputs from State agencies for catastrophic scenario and impacts	State has included local, tribal inputs as well as private vendor partners and other government and non-governmental agencies	State has coordinated catastrophic disaster scenario and impacts with FEMA Region to ensure coordinated effort to address scenario and impacts through proper planning		Static
	Has the State Reviewed logistics response shortfalls?	State has not identified logistics shortfalls	State has identified some logistics shortfalls	State has identified equipment and commodity shortfalls (water, meals, ice, tarps, generators, etc)	State has coordinated with local and tribal agencies as well as private vendors and government and non-governmental agencies to identify shortfalls and address filling shortfalls or	State has worked with FEMA Region to fully identify all shortfalls via the GAP Analysis and has develped an action plan to meet shortfall needs. State also utilizes the Hazard	From FEMA's 'Local Multi-Hazard Mitigation Guidance', pg 3-5, dated 1 Jul 08; HMGP	Static
	Are potential risks associated with logistics planning factors identified?	No risks associated with Logistics planning factors identified	Some risks associated with Logistics planning factors have been identified	All Logistics planning factor risks at the State response level have been identified	Logistics planning factor risks for local, tribal, private vendor, government and non-governmental partners have been identified	Logistics planning factor risks identified and contingency workarounds developed		Static
Plans Development	**How does State use modeling to determine logistics support requirements?**	State does not utilize modeling to support development of planning factors	State has engaged modeling sources to develop logistics planning factors	State uses modeling to determine logistics planning requirements and has coordinated results within State emergency management agency	State logistics planning factors are based on modeling and collaboration with external partners including local and tribal entities as well as private partners and non-governmental agencies	State uses modeling such as HAZUS or US Army Corps or Engineers (USACE) to determine logistics support requirements and planning factors and coordinates results and planning factors with FEMA Region		Static
	Is State logistics support plan in accordance with NRF?	State does not consider NRF when developing plans	State uses hazard identification and risk assessment as foundation for planning	State planning includes the 8 key scenario sets: Explosive attack, Nuclear attack, Radiological attack, Biological attack, Chemical attack, Natural Disaster, Cyber attack and Pandemic Influenza	State support plan identifies other plan holders with similar plan holders focused on integrating with those plans	State support plan supports regular collaboration with similar plan holders focused on integrating with those plans	From NRF, pg 74-75	Static
	How are State logistics plans reviewed?	Plans are not reviewed for logistics support feasibility or updates	Plans are reviewed periodically	State logistics managers have established recurring timelines for plan review	State logistics managers include input from local, tribal, private vendor partners, and other governmental and non-governmental agencies during logistics plans reviews	State logistics plans are reviewed for compliance with governmental regulations and policies at least every 12 months or more often as required by State protocol and evaluated through exercises, training, real-world events and/or after action reports and coordinated with FEMA Regional office	From TCL, pg 23 and ComA 3.2, pg 24	Static

The model breaks disaster logistics capabilities into the following categories

- ❑ Logistics Planning
- ❑ Logistics Operations
- ❑ Distribution Management
- ❑ Property Management
- ❑ Organizational Functions

and asks users a series of subjective questions to measure a State's level of proficiency. Possible responses are

- ❑ Static (Ad Hoc)
- ❑ Functional
- ❑ Horizontal Integration
- ❑ External Collaboration
- ❑ Synchronized

Based on responses, the tool dynamically measures overall capability levels and pinpoints weak areas within and across

LCC Tabs Defined

- **Logistics Planning (44 Questions)**
  - The development of a set of disaster logistics plans which consider demand recognition, sourcing, acquisition, transportation, warehousing, and distribution/management of goods, people, and equipment during a disaster
    - Contingency Planning
    - Plans Development
    - Sourcing
    - Distribution Planning
    - Public/Private Partnerships
- **Logistics Operations (37 Questions)**
  - The procedural side of state logistics. Log Operations is charged with ensuring SOPs and processes are followed according to some previously created plan of action through Log Planning
    - Requirements identification and development
    - Acquiring logistics and distribution assets (LSA and POD sites, staffing and material handling equipment)
    - Acquiring resources (commodities)
    - Procurement
    - Transportation
    - Intelligence/Common Operating Picture

LCC Tabs Defined

- **Distribution Management (15 Questions)**
  - Everything that has to do with the end- to- end movement of people, commodities and equipment. This includes communications with other stakeholders, ordering, order processing, transportation asset identification and dispatch, delivery receipt and delivery confirmation.
    - Order tracking
    - Transportation Coordination
    - Inbound Shipment Management
- **Property Management (14 Questions)**
  - Includes the inventory management processes, in-transit visibility activities and maintenance of both capital assets and commodities
    - Equipment Management
    - Inventory Management
    - State Property Management and Maintenance
- **Organization (23 Questions)**
  - How disaster logistics fits into your State's overall Emergency Management; considers training, credentialing, and acquisition of logistics resources, general administration, and quality management
    - Reporting Structure and Alignments
    - Logistics Knowledge, Skills and Training
    - Quality Management
    - Administrative Burden (State legal constraints)

Capabilities Calculator complements the Gap Analysis Program

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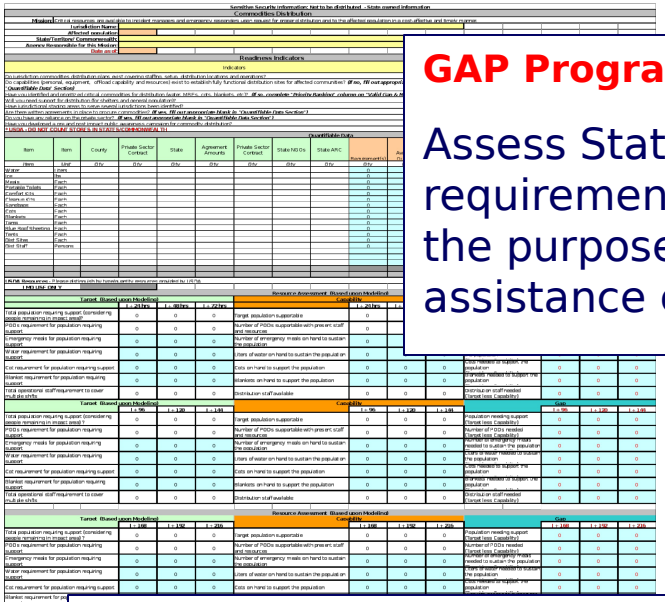
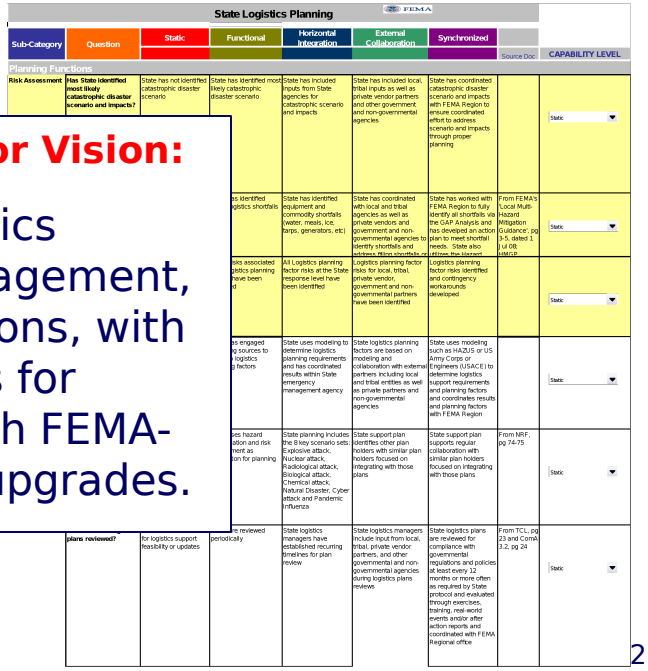


GAP Program Goal:

Assess States' capabilities to meet 72-hour resource requirements in seven critical functional areas, with the purpose of identifying areas where federal assistance can bridge State-identified shortfalls

Logistics Capability Calculator Vision:

Measure State logistics capabilities within Logistics Planning, Logistics Operations, Distribution Management, Property Management and Organizational functions, with the purpose of identifying specific areas of focus for States to build upon existing capabilities through FEMA-sponsored training, exercises, or infrastructure upgrades.



LCC and GAP Crosswalk
(validated by FEMA GAP Team)

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Focus Area	GAP - Logistics Focus Areas	Logistics Capabilities Calculator
LOGISTICS PLANNING		
Planning risks		✓
Staffing planning	✓	✓
Critical resource identification & prioritization	✓	✓
Establish distribution locations	✓	✓
POD Operating procedures	✓	✓
LSA Operating procedures	✓	✓
Action request protocol (ARF processing)		✓
Planning review and exercise		✓
Interstate sourcing agreements		✓
Logistics training, quals, roles & responsibilities		✓
State legal and regulatory issues		✓
Private vendor validation		✓
Vendor market analysis		✓
Commodity sourcing contracts in place	✓	✓
Private sector contracts	✓	✓
Asset management		✓
POD/LSA Demobilization		✓
DISTRIBUTION MANAGEMENT		
Order management		✓
Order tracking		✓
Transportation coordination		✓
Inbound traffic management		✓

Focus Area	GAP - Logistics Focus Areas	Logistics Capabilities Calculator
LOGISTICS OPERATIONS		
On-hand commodity management	✓	✓
Inbound commodity management	✓	✓
Situational awareness		✓
Reporting protocols		✓
Logistics coordinator		✓
Shipment visibility		✓
Information technology		✓
User awareness	✓	
ORGANIZATIONAL FUNCTIONS		
Organizational structure (disaster logistics as function of State EMA)		✓
Reporting & communications structure		✓
Staff credentialing		✓
Staff certifications		✓
Continuous logistics improvement		✓
Knowledge management		✓
Administrative burden		✓
PROPERTY MANAGEMENT		
Inventory management	✓	✓
Equipment management	✓	✓

Question & Comments

Questions?

Backup Slides

LCC Sources & References

To create the Logistics Capabilities Calculator, the Demo team drew from various sources and experiences:

- Inputs and observations from field personnel during data gathering phase
- Commercial supply chain maturity models, which have been successfully implemented at leading corporations
- Subject matter expertise and years of real-world experiences within public and private sector supply chain and logistics management organizations
- DHS, FEMA and OFA doctrinal documents, including
  - National Incident Management Systems (NIMS)
  - National Response Framework (NRF)
  - Comprehensive Preparedness Guide 101
  - National Preparedness Guidance (NPG)
  - EMAC Website
  - FEMA Local Multi-Hazard Mitigation Guidar
  - Universal Task List (UTL)
  - Target Capabilities List (TCL)
- Current FEMA and OFA initiatives aimed at State disaster preparedness, including the FEMA Gap Analysis Program (GAP) & NEMA/IAEM Emergency Management Accreditation Program (EMAP)